

Liberia Transition Initiative (LTI)

Bi - Annual Performance Report
February 12, 2004-August 31, 2004



USAID/Office of Transition Initiatives
and
CREATIVE ASSOCIATES INTERNATIONAL



Liberia Transition Initiative
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CREATIVE ASSOCIATES INTERNATIONAL, INC. (CREATIVE)
Office of Transition Initiatives (OTI) SWIFT/Liberia

Bi-Annual Performance Report
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I. Technical Report

The Office of Transition Initiatives (OTI) and **CREATIVE ASSOCIATES INTERNATIONAL, INC.** (CREATIVE) began implementation of the two-year project in Liberia on February 12, 2004. This is the first bi-annual report on project performance and covers the period from February 12 – August 31, 2004.

A. Background

From late 1989 until the Comprehensive Peace Accord (CPA) was signed in August 2003, Liberia was in a constant state of conflict. International political pressure forced Charles Taylor to resign as president, allowing the CPA to be signed and ushering in the National Transition Government of Liberia (NTGL), composed of the main warring factions, civil society representatives and political parties. The mandate of the NTGL expires in October 2005. During this period, the United Nations Peace Keeping Mission in Liberia (UNMIL) will help to facilitate and support disarmament, the reintegration of ex-combatants and a transition to peace and democracy.

In response to the opportunity created by the signing of the CPA, OTI established the *Liberia Transition Initiative (LTI)* and selected Creative as its implementing partner. The purpose of the project is to support the transition to peace and democratic governance in Liberia as articulated in the CPA, which sets out a number of specific actions for the NTGL to implement in the period leading up to national elections in October 2005 and inauguration of a democratically elected government in January 2006. Despite persisting threats to peace, particularly in counties where UNMIL has not yet been able to fully establish itself, the public continues to view the CPA with guarded optimism and anticipation.

The goal of the project is to establish the foundation for peace and democratic governance in Liberia. This is to be achieved by supporting confidence-building measures. Program activities focus on supporting the following objectives:

- Restore critical transitional governance and civil society functions
- Increase public understanding of key political transition issues
- Promote community reintegration and peaceful resolution of conflict

The program is being executed through small grants to Liberian NGOs, ministries and commissions established by the CPA, life skills training for 30,000 war-affected youth, and accelerated learning for up to 10,000 ex-combatants, women and children affiliated with the fighting forces, and displaced and refugee children.

B. Project Funding

Funding for these activities should reach approximately \$15 million over two years, of which \$7.5 million has been obligated to date. In response to a revised SOW from OTI, Creative submitted a proposed budget modification on September 8, 2004, which is pending final approval. The purpose of the proposed budget modification to incorporate requested program expansion costs for Youth Education for Life-Skills (YES) Program and Advanced Learning Program (ALP) activities and is currently being reviewed by OTI.

The budget modification proposes \$8.4 million for grants, nearly \$1 million for Creative to implement the YES program, and nearly \$1.5 million for ALP.

C. Project Operations

1. Start-up Operations

The task order was awarded on February 12, 2004, and Creative met with OTI the next day to discuss start-up operations and present its first deliverable, a start-up plan for the first four weeks of activity.

The Creative start-up team consisted of Start-up Team Leader Sandy Shuster, Start-up Administrator John Williams, Security Specialist Ed Howard and IT Specialist Roger Plath. Ms. Shuster arrived in Monrovia on February 18 (two business days after the task order was awarded) and began searching for office space and housing. Mr. Williams and Mr. Howard arrived on February 23, and immediately began to recruit staff and address security issues. Two Liberians were put on contract within 24 hours of the task order being awarded to help with logistical, IT and procurement matters.

Within days of her arrival, Ms. Shuster identified excellent space for office and residences adjacent to one another and discussed these locations with OTI. Despite the massive influx of international aid money and organizations, which made office and residential space for expatriates difficult to come by and more expensive than anticipated, Creative was able to identify these spaces very quickly. Upon Mr. Williams' and Mr. Howard's arrival, the spaces were inspected for soundness and security upgrades. Concurrently, the start-up team hired a well-respected lawyer for consultations pertaining to registration of Creative as an assistance entity in Liberia, Liberian labor law and contractual law. Most of the key staff were identified by the third week of March, with contracts signed soon thereafter and work beginning on a phased basis through the first week of April. Renovations to the office space were completed and the office opened on March 22. A small number of staffing choices and decisions were left for COP and expatriate staff to allow them to structure the staff as best they saw fit.

The start-up team was also able to accomplish a number of other key tasks, including opening a bank account, finalizing staff contracts according to Liberian law, registering Creative in Liberia, renovating the office space, purchasing office equipment and furniture, and developing grant guidelines and program summaries for OTI. The start-up team also initiated the process of adapting Creative's policy and procedures manuals to be consistent with Liberian regulations, labor laws and traditional practices, adapting existing Creative procurement and financial procedures and forms to the project activity, and ordering project vehicles. It should also be noted that in the process of identifying office space for its operations, Creative identified potential office space for USAID contractor Development Alternatives, Inc., which arrived in Monrovia three weeks after Creative. DAI leased the office space and Creative and DAI subsequently entered into a Memorandum of Agreement to share some operational costs for their activities in Liberia, providing for operational cost savings that allowed more funds to be directed to programming under both LTI and DAI's Liberian Community Infrastructure Program (LCIP).

IT expert Roger Plath spent three weeks in Liberia in March where he assisted with the set-up of the office LAN system, installed necessary software, including the OTI database, identified suitable VSAT/internet providers, and trained several local staff on computer usage as part of their respective duties.

During the set-up phase, permanent expatriate staff (COP, Finance Manager and Grants Manager) traveled to Creative HQ in Washington, DC for a five-day orientation and training in proper personnel, reporting and accounting procedures for the project, as well as basic orientation to Creative. Grants Manager **Michael Sarco** arrived in Monrovia on March 10, COP **Shannon Fischer** arrived March 22 and Finance Manager **Raymond Rumsey** arrived March 24.

As of August 31, Creative has submitted the following deliverables to OTI, several of which have been updated from previous submissions as the project has evolved:

- Security Plan
- Grants Checkbook (approval pending)
- Administrative Policies (approval pending)
- Organigram with position descriptions and qualifications statement for each
- Inventory Manual and copy of current inventory
- Personnel Manual
- Reporting schedule
- Two page summary of the LTI program
- Filing system procedures
- Grant review procedures
- Grant cycle including time standards
- Grants criteria

2. Personnel

Creative identified several highly competent staff during the proposal preparation phase, and launched a recruitment drive to fill the remaining slots. Creative received an overwhelming response and was fortunate to find key staff with significant experience working with USAID, the United Nations and/or other international donor organizations. An organizational chart is included as Annex A.

The first staff members to be brought on board were the Program Development Officers (PDOs), **Medina Wesseh**, **Kuluboh Jensen**, and **Patricia Clarke**. Each has significant experience in her respective program areas of Media, Good Governance & Transparency and Peace & Justice, as well as excellent program development and implementation experience among all three. Ms. Wesseh came to the program from the UN Economic Commission for Africa, Ms. Jensen from the Lutheran World Federation and Ms. Clarke from the Association of Female Lawyers and the Transitional Justice Working Group.

Database Manager **Leonard Greene** was hired in February, after working as a consultant on hardware and software for several international organizations, including Search for Common Ground, Lutheran World Federation, and PAE. Office Manager **Catherine Lumeh** came on board in March from International Rescue Committee, where she served as the office manager. **Karufus Morris** and **David Kortokhun** were hired as Procurement Assistants in February and April respectively. Procurement

Manager **Joe Bondo** was hired in August and is to take up his position in early September. He comes to LTI from Save the Children UK, where he was in charge of procurement.

3. Procurement Operations

Procurement operations began in early March, as the start-up team obtained radios, a generator, office equipment, and other items to establish office functions. Procurement staff in Creative's Washington headquarters obtained and shipped IT hardware and software, plus emergency first aid kits and other security items. Staff also collected quotes and obtained five vehicles, three for Creative and two for OTI.

Grantmaking began in March, further increasing procurement operations. Ministry- and NGO-in-a-Box kits being priced and procured, in addition to other items. Activities initially focused on the greater Monrovia area, as that was the only permissible area, but subsequently moved out to the counties as they became permissible. Initial grant making ideas developed by OTI and shared with Creative were implemented by the Grants Manager and PDOs. Creative also instituted its adapted procurement policies, procedures and forms. Vendors identified during the start-up phase were shared with Grants Manager and PDOs. The first grant was awarded March 19 to the NTGL Ministry of Information and Culture. During this reporting period, total expenditures for grants were \$1,327,036.

4. Finance

The Finance Manager, Raymond Rumsey, greatly benefited from the week-long visit to Creative HQ in Washington, DC and from consultations with OTI staff in the field. Mr. Rumsey and his staff prepare all vouchers, make payments to vendors, prepare payroll, and track disbursements and grant payments. He also designed the grants checkbook (Annex B) and completed the task of adapting Creative's finance and procurement procedures to the realities of working in a shattered economy, where many transactions require cash and a only a few vendors, mostly of Lebanese origin, accept purchase orders and invoice after delivery of services or goods. Both deliverables have been approved by OTI.

5. Information Technology

Many of Creative/Liberia's IT requirements are supported from Creative HQ. In addition, Database Manager Leonard Greene operates the OTI database and manages hardware and software support for the office. He coordinated with Roger Plath for the installation of the office network and provides IT support as needed. Office Internet requirements are satisfied with a VSAT system installed and maintained by DataTech, Inc. of Monrovia.

6. Strategic Planning

OTI and Creative Associates jointly developed and held a strategic planning workshop May 25-28, 2004, approximately three months after the contract was awarded and start-up operations began. The purpose of this strategic planning workshop was to:

- Develop OTI's vision and strategy for its Liberian program

- Determine goals and objectives for the next two years
- Ensure common understanding of the program objectives and activities that will be undertaken to meet them
- Develop an action plan of activities and tasks for the next 6 months
- Identify strategies for monitoring and evaluation of project activities

Over the course of four days, the OTI and LTI staff developed a joint understanding of OTI's mandate and organizational methodology, and initiate important collective discussions of goals, objectives and activities for the LTI program. Ambassador John Blaney provided the U.S. policy perspective while USAID Mission Director Ed Birgells spoke about USAID programs in how Liberia and how OTI complements them. The Liberian historian Guano described Liberia's historical and cultural background and it how it gave rise to the current situation. The LTI team also reviewed monitoring and evaluation issues and drafted indicators to be used for measuring program success and impact.

In reviewing the plan, OTI/Washington decided to clarify and refocus the objectives and indicators. In the process OTI decided to drop transitional justice and media as separate objectives and add community reintegration. These new objectives and indicators (Annex C) were provided to Creative on September 2, 2004 and are described below.

D. Program Implementation

1. Grantmaking

Grant-making operations officially began when LTI awarded its first grant to the NTGL Ministry of Information and Culture (MICAT) on March 19, 2004 in the amount of \$59,230, approximately one-month after the task order was awarded. In the first 6.5 months, 73 grants were awarded totaling \$2.5 million. LTI's monthly burn rate in this period was \$385,787, and the average grant size was \$34,350. Grant disbursements totaled \$1,327,036 for the period, giving an implementation rate of 53 percent.

The chart below gives an overview of grants cleared in the first six months of operations, grouped by strategic objective.

Objective Area	No. of Grants	Obligated Funds
Restore critical transitional governance and civil society functions	55	1,695,889
Increase public understanding of key political transition issues	13	499,992
Promote community reintegration and peaceful resolution of conflict	5	311,738
Total	73	2,507,618

Annex D includes one-page Grant Summary Reports by Objective, Focus Area, and Location. Annex E includes a summary of all grants by objective, while Annex F provides a financial report on all grants according to their status (cleared, completed, and closed). Of the 73 grants initiated between February and August, 40 are in progress, 13 are completed, and 20 are closed.

a. Restore critical transitional governance and civil society functions

Over two decades of neglect and civil conflict left Liberian public institutions at all levels in almost complete ruin. At the time of the signing of the CPA, looting, vandalism and neglect had rendered virtually all public services and institutions inoperable. In addition, a number of civil society organizations were also the victims of looting and damage from the most recent violence.

Through LTI, OTI is acting to increase the capacity of public institutions to fulfill their mandates during the transition period. 'Ministry-in-a-Box' (MIB) kits of various compositions have allowed 16 public institutions to resume basic functions and to be available to respond to citizens. Additionally, the MIB concept has been replicated for NGOs, as 'NGO-in-a-Box' (NIB) kits. Thirteen Liberian NGOs have received grants for NIBs. Other project activities have included coordinating planning sessions for NTGL to discuss Liberia's economic recovery, funding the rehabilitation of the University of Liberia and high schools in Monrovia, and managing conflict by building NGO capacity. OTI grantees implementing these activities included government ministries, national commissions and CSOs.

From February 12 – August 31, 2004, Creative awarded 55 grants totaling \$1,695,889 in obligated funding for projects related to *restore critical transitional governance and civil society functions*. Following is an illustrative list of grantees and their projects:

Grantee	Project Funded
Ministry of Information and Culture	Ministry-in-a-Box (MIB)
Ministry of State for Presidential Affairs	Treasury and Budget Workshop
Foundation for Human Rights and Democracy (FOHRD)	Advocacy for Victims of Prolonged and Unlawful Detention
Liberian Refugee Repatriation and Resettlement Commission – Bomi & Montserrado	Liberian Refugee Repatriation and Resettlement Workshop
West Africa Network for Peacebuilding (WANEP/WIPNET)	Community Conflict Management
National Archives	Preservation of the National Documents Heritage
The Forestry Development Authority (FDA)	Outreach campaigns to encourage public participation in forestry development

Selected Grant Descriptions

On July 13, the US Ambassador to Liberia, John W. Blaney visited the University of Liberia and the Newport High School of Monrovia to highlight assistance from LTI to help re-establish quality education for average Liberians. LTI engaged student groups from both the University and Monrovia-based High Schools to clean up campuses and assist in re-building their facilities.

What resulted were student-driven efforts to re-open the only public institution of higher learning after more than a year of being closed, and the refurbishment of five High Schools. The assistance also provided a means to ease tensions arising as students and authorities clashed over teacher salaries and tuition

"The US Government is depending upon you to take the lead in building a New Liberia. We can help, but you must take the future in your hands." *U.S. Ambassador John W. Blaney, addressing student groups on July 13.*

rates. Collectively the projects benefit more than 21,000 university and high school students.

LTI assisted the University students in the re-construction of the Student Union Center, the sports complex and the main student classroom building including the refurbishment of student desks. Additionally LTI refurbished more than six buses that had been looted and left on campus. The buses now serve to transport staff and students to and from campus. The High School students engaged in campus clean up activities serving to provide a clean face to students and faculty. The newly painted buildings were even decorated with murals of education and peace messages.

A MIB grant to the NTGL Ministry of Information and Culture (MICAT) provided essential office furniture, equipment and supplies to the MICAT's main office in Monrovia. Support enabled approximately 25 Ministry staff to begin functioning immediately and to effectively implement its mandate to provide accurate, timely information to the Liberian people and the world about the policies and activities of the National Transitional Government of Liberia (NTGL).

In collaboration with the US Embassy, LTI made a grant to the Ministry of State for Presidential Affairs for an intensive three-day strategy session from March 29th to April 1st, designed to finalize the roadmap to economic recovery in Liberia. It was the first in-country strategy session since the December 2003 Donors Conference in New York and was the first full cabinet meeting on the future of the country's financial strategy since the end of the war. All Cabinet members of the NTGL were involved, as well as the United Nations SRSG, the U.S. Ambassador to Liberia, and senior members of the U.S. Department of Treasury.

A grant to the Foundation for Human Rights and Democracy (FOHRD) aims to alleviate the problem of prison overcrowding. This grant is funding four Liberian attorneys to travel weekly to prisons in Montserrado, Margibi, Grand Bassa, and Bomi Counties to check in on prisoners, document the condition of jail cells, and provide free legal services to those in pre-trial detention to move them through the legal process in a timely fashion. Information gathered will be used to lobby the NTGL to bring its practices in line with national and international standards.

In the first phase of LTI's work with the West Africa Network for Peacebuilding (WANEP/WIPNET), funding is provided for stationery supplies, equipment including computers and software packages, to strengthen the capacity of WANEP/WIPNET to monitor and disseminate information on early "warning signs" of conflict within Bong County. Funding for the second phase is allowing WANEP/WIPNET to implement a conflict prevention and reconciliation program in 10 local communities in 9 districts. The clusters of villages and towns that make up these communities have been identified as "high potential violent conflict zones" due to deep rooted ethnic and religious divisions.

LTI is supporting the Liberian Forest Development Authority's efforts to bring civil society into the process of reviewing forest development concessions by funding media outreach efforts that includes announcements on the forest concession process.

b. Increase public understanding of key political transition issues

Since the rule of President Samuel Doe in the 1980's, citizen participation in governance had been extremely restricted by the government and by the threat of violence. Liberian citizens did not have the opportunity to affect change in the way society was governed at any level for at least the last 25 years. Therefore, capacity for participation and awareness of effective governance structures and methods were significantly lacking.

Through LTI, OTI is increasing public understanding of the challenges Liberia and its citizens face during the transition process. Quantitative and qualitative surveys are being conducted that will be used to inform the debate on transitional justice issues and how best to deal with human rights abusers from the conflict. Activities have emphasized broad-based participation. OTI grantees implementing these activities included a government organization, a national commission and NGOs/CSOs.

From February 12 – August 31, 2004, Creative awarded 13 grants totaling \$499,992 in obligated funding for projects related to *increase public understanding of key political transition issues*. These included:

Grantee	Project Funded
National Human Rights Center of Liberia (NHRCL)	Supporting Transitional Justice, Capacity Building and Surveys
National Human Rights Center of Liberia (NHRCL)	Nationwide survey of Transitional Justice Issues
Center for Democratic Empowerment (CEDE)	Involving CSOs in Truth and Reconciliation Commission Activities
Center for the Promotion of Democracy in Liberia (CPD)	NGO-in-a-Box (NIB): capacity support and outreach campaign
Search for Common Ground/Talking Drum Studio	Start-up support for Talking Drum Studio, Monrovia
Search for Common Ground/Talking Drum Studio	Expansion of Talking Drum Studio to Bong County
Press Union of Liberia	Computers for Training Liberian Journalists & Public Affairs Officers

A grant from LTI to the National Human Rights Center of Liberia (NHRCL), a local human rights NGO, provided capacity building and technical assistance training for members of the Liberian Transitional Justice Working Group (TJWG), a loose consortium of local NGOs and CSOs concerned including the NHRCL. Funds paid for Greenberg Research to provide intensive training and capacity building exercises for the TJWG on focus group methodology and initiate pilot focus groups that the TJWG subsequently continued. A second grant is funding a quantitative survey of approximately 1,000 Liberians in 15 districts on their opinions of transitional justice issues. Survey results will inform and influence the debate on transitional justice and allow the voice of the Liberian people to be heard. The lessons learned from these trainings, focus groups and surveys in Monrovia will be taken to rural counties throughout Liberia to kick off an extensive advocacy campaign aiming to stimulate discussion on issues related to justice, peace, and reconciliation in the Liberian context.

LTI is providing a grant to the Center for Democratic Empowerment (CEDE) to increase the involvement of representatives of four Liberian CSOs in the work of the Liberian Truth and Reconciliation Commission, as it conducts a series of consultations in 5

districts outside Monrovia to inform the legal drafting of the TRC Act. The results will also affect other components of the Commission's objectives.

Over the last five years since its inception, the Center for the Promotion of Democracy (CPD) in Liberia has been involved with a number of community based organizations to create awareness of the provisions of the Liberian Constitution and basic elements of human and constitutional rights. A grant from LTI supports the CPD's advocacy mission through the provision of equipment and supplies, and funds media campaigns to raise awareness and understanding of one million Liberians on governance issues in Montserrado, Margibi, and Bong counties. The CPD is a key partner among major Civil Society Organizations seeking to inform Liberians on issues of building and sustaining democracy in Liberia. As the country opens up and local administration is in place, it is anticipated that the program will eventually cover the entire country.

Due to the massive looting of the most recent conflict as well as the disruption and degeneration of Liberian communications infrastructure over the last two decades, Liberians across the country continue to have limited access to accurate information. Managing expectations about the tenets and implementation of the CPA as well as the role of the international community and the implementation of transitional development activities have been problematic. Media capacity has been severely reduced and significant gaps remain.

Through LTI, OTI is supporting the recovery of independent media and the dissemination of information by funding the procurement of equipment, expansion of activities and equipment for training journalists. These activities allow media organizations to develop programming material that deals with topics including security, progress in deploying peacekeeping troops, plans for disarmament, demobilization and reintegration of ex-combatants, reforms initiated by the NTGL, steps towards ethnic reconciliation, human rights advocacy, peace building, etc.

A grant to Search for Common Ground and Talking Drum Studio, a media production and broadcast group in Monrovia, replaced studio equipment looted in July 2003, allow TDS to expand its production of radio programs to other counties in the country and improve content and frequency of program production. Media programs developed by TDS are coordinated with the Transitional Justice Working Group (TJWG) to encourage broad public debate.

A second grant to Talking Drum Studios rehabilitated studios in Gbarnga (Bong County) to assist the various community radio networks established or soon to be established through Mercy Corps' Diompilor program (also funded by USAID). In addition, this production studio will improve the quality and radio content of programs for community radio stations in the border areas of Lofa, Nimba, Grand Gedeh and Bong counties as well as strengthen the skills of the personnel working with these radios.

LTI is providing 12 desktop computers to the Press Union of Liberia (PUL) and the Ministry of Information, Culture Affairs and Tourism (MICAT) for the establishment of a resource center which will offer computer and journalism skills training to approximately 300 Liberian journalists and government public affairs officers (PAOs). UNDP has agreed to sponsor the cost of compensation for the trainers. The training will improve both the content and quality of their media products. The training and resource center was recently renovated under an LTI/USAID Ministry in a box grant to MICAT.

c. Promote community reintegration and peaceful resolution of conflict

For over two decades, the fabric of Liberia's communities and society has been torn apart. Opportunities for peaceful resolution of conflict have been cast aside and violence has become the de facto way to resolve disputes. When ex-combatants were not effectively reintegrated into their former communities after past conflicts were ended, they often became the seeds for the armed movements of the following civil war. In order to ensure that Liberia's transitional period sets the stage for a long-term peaceful future, it is imperative that ex-combatants are effectively reintegrated into communities and that citizens have tools and experience that provide for the peaceful conflict resolution.

Through LTI, OTI is supporting a community theater whose goal is reaching all Liberians and providing a forum for communities to voice concerns and engage in dialogue. In addition, grants to repair schools are being provided to communities who have not benefited from international assistance so far in order to create an inclusive atmosphere in the transitional period.

From February 12 – August 31, 2004, Creative awarded 5 grants totaling \$311,738 in obligated funding for projects related to *promote community reintegration and peaceful resolution of conflict*. These included:

Grantee	Project Funded
Flomo Theater	Theater for Promotion of Peace and Civic Education
Grass Field Quarter Robertsport, Cape Mount County	Primary school repairs and equipment for Robertsport

Selected Grant Descriptions

Flomo Theatre is an NGO founded in 1980 that aims to dramatize societal problems for the largely illiterate population in simple Liberian English. Dramas, song and dances are intended to draw the target audience attention to the cultural and socio-economic aspects of their lives. Themes are built around health, sanitation, agriculture development for livelihood, human rights and civic education. LTI support is allowing youth groups to promote peace and participate in civic education campaigns targeting largely illiterate audiences within their respective communities. Through their work the Flomo Theater will encourage collaboration among youth groups, community based organization and civil authorities outside the capital to identify and address problems facing the communities.

Fighting in 2003 damaged all the schools in Robertsport, the county seat of Grand Capemount County. During its assessment in August 2004, local authorities told LTI they had seen more than a dozen assessment missions but no tangible benefits had materialized, and requested assistance with their top priority, rebuilding the most severely damaged primary school. The grant has allowed students to return to class and re-establishes services to half the primary students who were in government schools prior to the war.

2. Youth Education for Life-Skills (YES) Program

Background

When OTI awarded the SWIFT contract to Creative Associates, it immediately asked Creative to field a team to design a youth reintegration training and education program similar to the program implemented in Sierra Leone in 2001. YRTEP in Sierra Leone was developed as a nationwide, non-formal education initiative for approximately 40,000 non-combatant and ex-combatant young adults. Its range of activities was broad and ambitious, combining in one program the following activity areas: reintegration orientation and counseling, training in functional literacy, life skills training, vocational counseling, agricultural skills development and civic education. The training was participatory in its approach, modeled on the REFLECT methodology.

Many of the same factors that led to the creation of YRTEP in Sierra Leone are at work in Liberia. Large numbers of war-affected youth – both ex-combatants and non-combatants – have missed out on educational opportunities over nearly 14 years of civil war. Restoring productive communal life will depend on reintegrating 500,000 internally displaced and 332,000 refugees. Even more critically, disenfranchised youth could play the role of the “spoiler” in Liberia’s peace process.

Design

Creative was asked to incorporate lessons learned from Sierra Leone and adapting the training and curricula to the Liberian context. Team Leader Anna Korula, Curriculum Advisor Leslie Long, and Community Reintegration Specialist Martin Hayes were given the following tasks:

- Provide recommendations for adapting YRTEP curriculum to the Liberian context.
- Provide recommendations for training program implementation.
- Identify local expertise for implementing the program.
- Recommend target communities.
- Identify international and local NGOs able to serve as implementing partners, based on criteria agreed upon with OTI.

To provide additional insights, in April 2004 the team held three consultative workshops and commissioned a research paper on the use of participatory methodologies in Liberia.

The team submitted a design document to Creative and OTI for review in May, and OTI asked Creative to solicit comments from Marc Sommers, an expert in the field of youth reintegration who was also involved in evaluating the Sierra Leone YRTEP program. These and other comments were incorporated into a final document that was submitted to OTI on June 8, 2004.

The team made a number of important recommendations to enhance the program so that it can contribute to overall stability in Liberia and begin to address the underlying causes of the conflict, including:

- Reduce the number of targeted youth from 40,000 to 30,000 and add modules on peace education, work readiness and leadership.
- Begin with a pilot phase to test the training and curriculum effectiveness.

- Form a Liberian Curriculum Advisory Committee to develop the program's content according to local needs.
- Add a Youth Team to support to the participants as they progress through the training, and provide monitoring of the training program.

After interviewing 14 local and international NGOs, the design team recommended Mercy Corps and Action Aid as implementers because they had a pool of trainers experienced in using the REFLECT methodology and both have extensive community-based experience. Since OTI established speed in implementation and use of a participatory training methodology as important criteria, their existing pool of trainers and existing relationships with communities outside of Monrovia were key factors in this recommendation.

Implementation

Creative's role in the implementation of the YES Program is to establish and staff a program liaison unit, develop and monitor the curriculum, conduct training of Master Trainers affiliated with Mercy Corps and Action Aid, and develop grants to these organizations for the pilot phase of the program.

Personnel

The Program Liaison Unit is to consist of six national personnel – Program Manager, Curriculum/Training Specialist, Monitoring and Evaluation Specialist, Youth Team Leader, Administrative/Finance Assistant and Driver. It is responsible for coordinating the entire YES project including the development and monitoring of the curriculum, collaborating with implementing partners on the delivery of the training program and directing the monitoring and evaluation of all aspects of the project.

Creative hired several individuals to fill these roles: The Program Manager is **James Yarsiah**, who has more than 20 years experience in community-based work including over 10 years with Lutheran World Federation/World Service. **Jonathan Enders**, the Monitoring and Evaluation Specialist, comes from Catholic Relief Services with over 10 years of monitoring experience. **Thomas Nimineh**, the Youth Team Leader, has several years' experience as a social welfare worker with Mother Pattern College. **Albert Colee**, a trainer with several years experience with DEN-L and other local organizations, is the Curriculum/Training Specialist.

Curriculum development

Based on the recommendations made by the YES design team, a Liberian Curriculum Advisory Committee (CAC) was formed in June 2004 to examine the lessons learned from the Sierra Leone YRTEP program and develop the curriculum for the Liberian program. It is comprised of nine curriculum development experts from the Ministry of Education, Liberian NGOs/CSOs, Creative staff and consultants, and the two proposed implementing partners met throughout June to develop the curriculum. Curriculum specialist Leslie Long led the committee and provided technical assistance on a variety of issues. The CAC is a standing committee which will review and adjust content according to periodic monitoring.

The process led to the development of seven modules, focusing on identity development, the world of work, individual health, living peacefully with others, good governance, the environment, and planning for the future. Creative retained the services of literacy expert Patrick Cummins to integrate literacy and numeracy into all of the

modules. The training itself will require 142 hours over 7 months. The topics of the training are as follows:

- **Module I: My Identity** – 24.2 hours – The purpose of this module is to enable the participants to understand who they are in relationship to their own personal interests and talents. It enables the participants to understand who they are in relationship to their families, their communities, and their cultures and leads participants to examine how they have currently been doing this and to start the process of considering future options.
- **Module II: World of Work** – 11 hours – Participants are led to consider their current source of livelihood and then introduced to income generation options and opportunities and the skills needed to enter into these areas. Participants are asked to assess their own skills and interests as well as identify sources for accessing and increasing their capacities in various areas.
- **Module III: Health & Us** – 31.7 hours – Builds on the previous module to help participants understand the importance of being and living healthy as a key contributor to sustaining and maintaining consistent livelihood.
- **Module IV: Living Peacefully** – 26.6 hours – Participants' capacities to understand the wider community and the state are enhanced. They are given basic knowledge and skills to enable them to become productive participants in community and national development.
- **Module V: Good Governance** – 25.9 hours – Participants learn basic functions, roles and importance of key characteristics of good governance. Sessions on human rights, civic education and leadership help participants understand how states function and provide basic knowledge and skills for the individual to change his or her attitudes and develop the self-confidence to become responsible and productive citizens.
- **Module VI: Our Environment** – 13.8 hours – This Module is designed to help participants understand the importance of the environment and the need to manage it in a sustainable manner without compromising the future for the next generation, and is particularly important due to Liberia's reliance on forestry and mining.
- **Module VII: What Next?** – 8.8 hours – This session reviews the knowledge and skills that have been learned throughout the program, sets goals for the next two years, and develops a plan of action leading to the achievement of those goals for participants and seeks to generate a commitment to this plan.

Training of Master Trainers

The YES program pilot phase is to be implemented in partnership with Mercy Corps and Action Aid. In the pilot phase, the 14 Master Trainers from Mercy Corps and Action Aid are to train 80 Learning Facilitators with two Learning Facilitators from each community where the YES program will be implemented.

Using a cascade approach, Creative trained Master Trainers from Mercy Corps and Action Aid, who are to train the Learning Facilitators. The training for Master Trainers

was held from August 25-September 8, 2004. The Master Trainers will train the Learning Facilitators in two sessions of 10 days each, to be held in September and October. The first ten day session will focus on training methodologies and practices. In between the two training sessions, the Master Trainers will reconvene for a one-week session on Monitoring and Evaluation tools. Following that, the second ten day training for the Learning Facilitators will focus on curriculum and monitoring & evaluation. The Learning Facilitators will receive additional trainings over the course of the five months of delivery. In three months, the Master Trainers will reconvene for an additional two weeks of refresher training. The design of this refresher training will be based on ongoing monitoring which will identify the areas of weakness in the delivery of the program and design a TOT specific to those issues.

Training of Youth Team

During the month of October, Creative will coordinate with the implementing partners train the Youth Team members on Peer Facilitation and Community-based Conflict Resolution. The Youth Team will be the primary instrument through which the needs of the participants are identified and supported to the degree possible to encourage sustained involvement in the YES program. Additionally, it is envisioned that the Youth Team members will provide a critical role in identifying and assisting in resolving potential community-based conflicts which may affect the successful delivery of the YES curriculum.

Performance Monitoring

LTI has developed a Performance Monitoring Plan to gauge the effectiveness of the pilot phase and monitor program impact. LTI staff developed the plan and engaged the services of consultants Patrick Cummins and Martha Bragin to develop different tools for both the pilot phase and full roll-out.

LTI recommends using four testing tools to determine if the YES curriculum is achieving desired results through the pilot phase and beyond. Trainers and Youth Team Members would be trained to administer these tools. In the pilot phase, Learning Facilitators will administer pre- and post-tests for each module, to determine if the curriculum is adequate for the purposes intended. They will also record demographic data in community matrices, which will be monitored to determine if the curriculum or training is skewed against any one demographic group. The Curriculum Advisory Committee will use the results to determine if the training needs to be modified for the full roll-out.

In both the pilot phase and the full roll-out, Learning Facilitators will administer pre- and post-tests to measure program impact. These include a literacy/numeracy test, life skills test, and problem/solution matrices and will be administered to a representative sample of participants throughout the main project. In combination, the goal for these tests is to effectively capture and monitor changes in **knowledge, thinking and behavior** among YES participants. In order to achieve sustainable results, it is critical that participants make progress in all three areas. The three tests also encourage the facilitators to not focus exclusively on knowledge. To complement the tests, LTI proposes having the Youth Team monitor and report how many YES participants form youth groups to engage in improving their communities, and the activities that they undertake related to the transition, including health & sanitation, community reconciliation, environmental, income-generating and infrastructure projects.

3. Advanced Learning Program (ALP)

Creative received a Scope of Work (SOW) for the implementation of a \$1.5 million program for teacher training in accelerated learning, textbook printing costs and coordination efforts to re-establish an Advanced Learning Program in Liberia. At OTI's request, Creative submitted a proposed budget for selected Advanced (ALP) Learning Program activities on July 14, 2004. The following are some of the activities for which Creative will be responsible under the proposed SOW:

- Conduct an initial, two-week assessment to determine the location and status of teachers previously trained in ALP methods, the location and status of schools currently using ALP methods and textbooks, and the opportunities for strategic collaboration with UNICEF, the MOE and other current ALP and related actors.
- Establish a curriculum advisory committee (CAC), with input from UNICEF and MOE, to review and update existing ALP primary Math, Science, Language Arts and Social Studies curricula. CAC will include all actors whose consent is required for curriculum update.
- Train 600 primary school teachers in the Accelerated Learning Project methodology.
- Provide refresher training to already trained ALP (198) teachers and quarterly workshops to all teachers.
- Procure and distribute 10,000 sets of the primary school textbooks (Math, Science, Language arts and Social Studies) and educational supplies to Accelerated Learning schools. (Types of educational supplies will be determined in coordination with active ALP partners and after initial assessment)
- Other activities identified by the contractor, UNICEF and USAID that will be necessary for the achievement of objectives.

In order to most effectively implement the activity, Creative is blending the ALP program into its existing program and management structure in Liberia. Creative has hired **Celeste Staley** to serve as Program Manager and manage day-to-day activities in Monrovia, reporting directly to the COP. She will be supported by **Trokon Wayne** who has an education background and has served with the Ministry of Education. Mr. Wayne was one of the core people in the MOE responsible for the Accelerated Learning Program inception in Liberia. Mr. **Moses Kwalulu** will also serve as an ALP Program Development Officer. Mr. Kwalulu has more than 15 years experience in education and has served as Deputy Director of the Lutheran Schools System in Liberia.

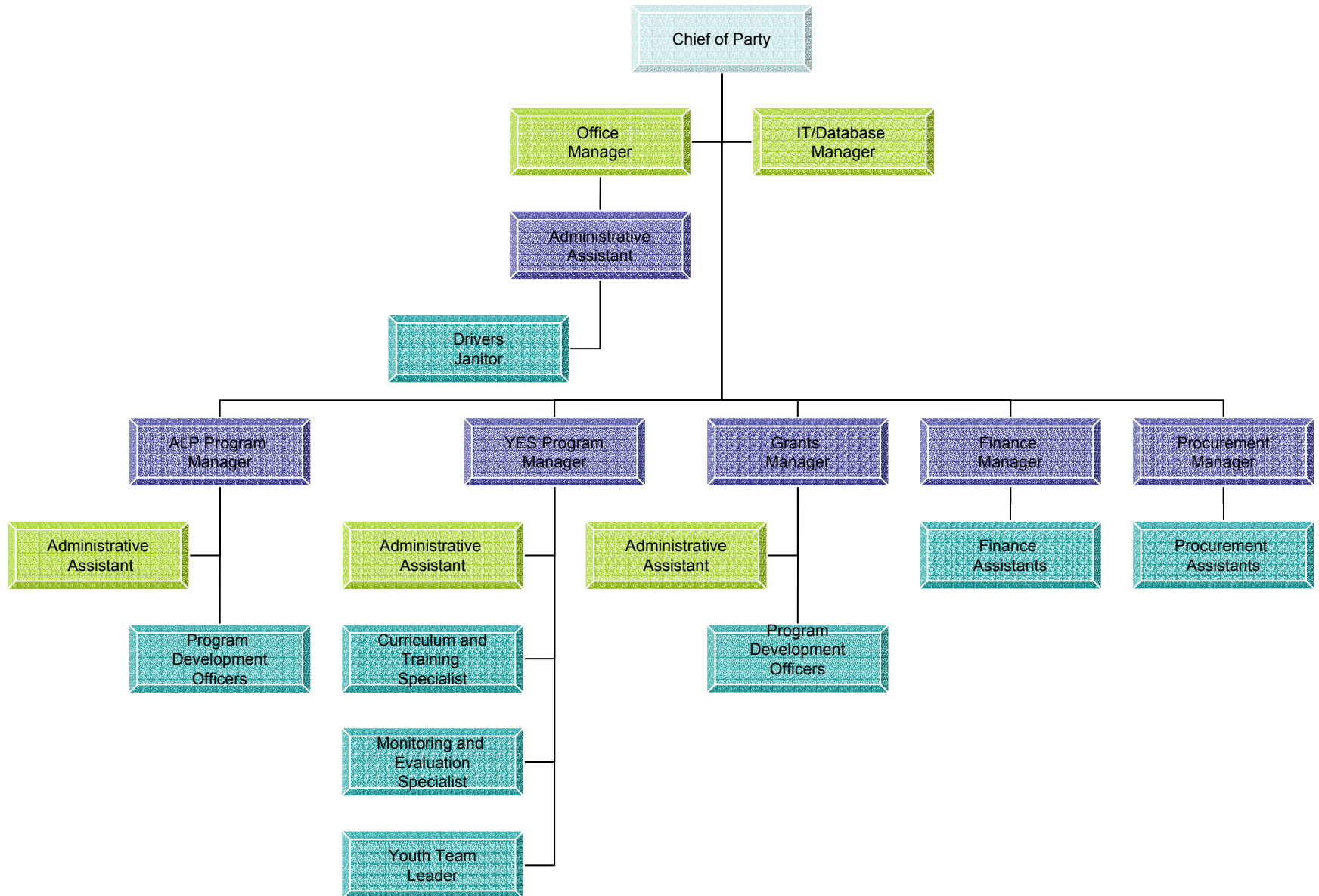
As several early grants have supported rehabilitation of Monrovia high schools and the public university under the current OTI-funded activities in Liberia, the ALP program clearly complements ongoing activities. In August, Creative contracted with consultant Martina Nicholls to conduct an assessment in Liberia in September. She will meet with USAID, UNICEF, and other implementing partners to develop a strategic framework for supported accelerated learning in Liberia.

Annex A

Organizational Chart

Liberia Transition Initiative

Organizational Chart



Annex B

Grants Checkbook

*Liberia Transition Initiative
Grants Checkbook
As of August 30, 2004*

<u>Grant No.</u>	<u>OTI Date Cleared</u>	<u>End Date</u>	<u>LTI Committed Amt</u>	<u>Status</u>	<u>Amount Disbursed</u>	<u>Finalized Amount</u>	<u>Obligations</u>	<u>Available Balance</u>
Original	2/11/2004		(\$4,725,000.00)			(\$4,725,000.00)	\$4,725,000.00	\$4,725,000.00
C001	3/19/2004	10/30/2004	\$95,230.00	Completed	\$57,715.41	\$57,715.41	\$0.00	\$4,667,284.59
C005	3/19/2004	10/30/2004	\$92,640.00	Completed	\$36,279.43	\$36,279.43	\$0.00	\$4,631,005.16
C006	3/19/2004	4/14/2004	\$11,489.50	Closed	\$11,489.50	\$11,489.50	\$0.00	\$4,619,515.66
C007	3/19/2004	10/30/2004	\$92,000.00	Cleared	\$14,016.00	\$92,000.00	\$0.00	\$4,527,515.66
C008	3/19/2004	10/30/2004	\$56,000.00	Cleared	\$11,501.50	\$56,000.00	\$0.00	\$4,471,515.66
C009	3/19/2004	4/1/2004	\$20,000.00	Completed	\$19,464.50	\$19,464.50	\$0.00	\$4,452,051.16
C020	3/21/2004	3/30/2004	\$20,450.00	Closed	\$20,450.00	\$20,450.00	\$0.00	\$4,431,601.16
C019	3/25/2004	4/1/2004	\$4,711.00	Closed	\$4,711.00	\$4,711.00	\$0.00	\$4,426,890.16
C021	4/2/2004	4/16/2004	\$11,756.00	Closed	\$11,756.00	\$11,756.00	\$0.00	\$4,415,134.16
C022	4/2/2004	4/16/2004	\$16,248.00	Closed	\$16,248.00	\$16,248.00	\$0.00	\$4,398,886.16
C010	4/5/2004	10/31/2004	\$55,000.00	Cleared	\$15,716.50	\$55,000.00	\$0.00	\$4,343,886.16
C023	4/6/2004	5/31/2004	\$24,279.09	Closed	\$24,279.09	\$24,279.09	\$0.00	\$4,319,607.07
C026	4/6/2004	5/6/2004	\$3,393.25	Closed	\$3,393.25	\$3,393.25	\$0.00	\$4,316,213.82
C013	4/7/2004	7/15/2004	\$65,335.13	Closed	\$65,335.13	\$65,335.13	\$0.00	\$4,250,878.69
C004	4/8/2004	10/20/2004	\$90,000.00	Completed	\$50,793.67	\$50,793.67	\$0.00	\$4,200,085.02
C024	4/8/2004	5/5/2004	\$5,000.00	Closed	\$5,000.00	\$5,000.00	\$0.00	\$4,195,085.02
C025	4/8/2004	8/20/2004	\$66,000.00	Completed	\$53,971.00	\$53,971.00	\$0.00	\$4,141,114.02
C028	4/8/2004	4/16/2004	\$10,513.00	Closed	\$10,513.00	\$10,513.00	\$0.00	\$4,130,601.02
C027	4/16/2004	4/22/2004	\$11,486.00	Closed	\$11,486.00	\$11,486.00	\$0.00	\$4,119,115.02

NOTE: This report EXCLUDES "Pending" and "Rejected" grants

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LTI Grants Checkbook (Continued)
As of August 30, 2004

<u>Grant No.</u>	<u>Date App</u>	<u>End Date</u>	<u>LTI Committed Amt</u>	<u>Status</u>	<u>Amount Disbursed</u>	<u>Finalized Amount</u>	<u>Obligations</u>	<u>Available Balance</u>
C032	4/16/2004	5/20/2004	\$8,282.70	Closed	\$8,282.70	\$8,282.70	\$0.00	\$4,110,832.32
C034	4/18/2004	6/1/2005	\$90,000.00	Cleared		\$90,000.00	\$0.00	\$4,020,832.32
C033	4/23/2004	6/28/2005	\$85,000.00	Cleared	\$35,987.00	\$85,000.00	\$0.00	\$3,935,832.32
C035	4/23/2004	5/31/2004	\$12,038.00	Closed	\$12,038.00	\$12,038.00	\$0.00	\$3,923,794.32
C036	4/23/2004	7/1/2004	\$4,660.00	Closed	\$4,660.00	\$4,660.00	\$0.00	\$3,919,134.32
C029	4/27/2004	7/10/2004	\$45,422.60	Closed	\$45,422.60	\$45,422.60	\$0.00	\$3,873,711.72
C030	4/27/2004	7/30/2004	\$59,230.00	Completed	\$30,756.26	\$30,756.26	\$0.00	\$3,842,955.46
C037	4/27/2004	5/12/2004	\$35,443.22	Closed	\$35,443.22	\$35,443.22	\$0.00	\$3,807,512.24
C038	4/27/2004	8/15/2004	\$25,000.00	Cleared	\$22,444.68	\$25,000.00	\$0.00	\$3,782,512.24
C039	4/27/2004	8/15/2004	\$25,000.00	Cleared	\$21,483.37	\$25,000.00	\$0.00	\$3,757,512.24
C040	4/27/2004	8/15/2004	\$25,000.00	Cleared	\$7,631.63	\$25,000.00	\$0.00	\$3,732,512.24
C041	4/27/2004	8/15/2004	\$25,000.00	Cleared	\$9,423.00	\$25,000.00	\$0.00	\$3,707,512.24
C042	4/27/2004	8/15/2004	\$25,000.00	Cleared	\$25,153.54	\$25,000.00	\$0.00	\$3,682,512.24
C043	4/27/2004	6/30/2004	\$10,000.00	Closed	\$10,000.00	\$10,000.00	\$0.00	\$3,672,512.24
C044	4/27/2004	6/15/2004	\$10,200.00	Completed	\$8,928.10	\$8,928.10	\$0.00	\$3,663,584.14
C031	5/5/2004	6/15/2004	\$45,221.25	Completed	\$34,957.50	\$34,957.50	\$0.00	\$3,628,626.64
C046	5/10/2004	6/15/2004	\$77,000.00	Completed	\$72,495.01	\$72,495.01	\$0.00	\$3,556,131.63
C050	5/17/2004	7/31/2004	\$10,000.00	Cleared	\$230.00	\$10,000.00	\$0.00	\$3,546,131.63
C051	5/21/2004	9/5/2004	\$14,991.50	Cleared	\$5,977.00	\$14,991.50	\$0.00	\$3,531,140.13
C048	5/22/2004	7/24/2004	\$20,027.60	Cleared	\$10,150.00	\$20,027.60	\$0.00	\$3,511,112.53
C053	6/6/2004	8/11/2004	\$15,000.00	Cleared	\$8,140.00	\$15,000.00	\$0.00	\$3,496,112.53

NOTE: This report EXCLUDES "Pending" and "Rejected" grants

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LTI Grants Checkbook (Continued)
As of August 30, 2004

<u>Grant No.</u>	<u>Date App</u>	<u>End Date</u>	<u>LTI Committed Amt</u>	<u>Status</u>	<u>Amount Disbused</u>	<u>Finalized Amount</u>	<u>Obligations</u>	<u>Available Balance</u>
C047	6/18/2004	12/18/2004	\$44,000.00	Cleared		\$44,000.00	\$0.00	\$3,452,112.53
C049	6/18/2004	9/27/2004	\$5,537.00	Closed	\$5,537.00	\$5,537.00	\$0.00	\$3,446,575.53
C052	6/18/2004	8/31/2004	\$36,000.00	Cleared	\$28,275.00	\$36,000.00	\$0.00	\$3,410,575.53
C054	6/18/2004	9/20/2004	\$19,999.50	Completed	\$16,087.00	\$16,087.00	\$0.00	\$3,394,488.53
C055	6/18/2004	9/20/2004	\$19,999.50	Cleared	\$12,551.00	\$19,999.50	\$0.00	\$3,374,489.03
C056	6/18/2004	9/13/2004	\$19,999.50	Cleared	\$12,551.00	\$19,999.50	\$0.00	\$3,354,489.53
C017	6/24/2004	7/31/2004	\$29,925.00	Closed	\$29,925.00	\$29,925.00	\$0.00	\$3,324,564.53
C059	6/28/2004	7/23/2004	\$17,348.75	Closed	\$17,348.75	\$17,348.75	\$0.00	\$3,307,215.78
C061	6/28/2004	7/29/2004	\$3,000.00	Completed	\$3,520.00	\$3,520.00	\$0.00	\$3,303,695.78
C060	6/29/2004	10/25/2004	\$34,540.00	Cleared	\$23,220.75	\$34,540.00	\$0.00	\$3,269,155.78
C067	7/1/2004	8/30/2004	\$33,000.00	Cleared	\$31,073.85	\$33,000.00	\$0.00	\$3,236,155.78
C018	7/5/2004	8/24/2004	\$54,940.00	Cleared	\$51,840.00	\$54,940.00	\$0.00	\$3,181,215.78
C066	7/5/2004	7/31/2004	\$5,100.00	Completed	\$4,000.00	\$4,000.00	\$0.00	\$3,177,215.78
C065	7/6/2004	7/29/2004	\$58,529.50	Cleared		\$58,529.50	\$0.00	\$3,118,686.28
C062	7/7/2004	12/3/2004	\$52,420.00	Cleared	\$29,532.00	\$52,420.00	\$0.00	\$3,066,266.28
C068	7/7/2004	7/31/2004	\$5,000.00	Completed	\$4,000.00	\$4,000.00	\$0.00	\$3,062,266.28
C063	7/13/2004	10/12/2004	\$38,679.00	Cleared	\$24,598.00	\$38,679.00	\$0.00	\$3,023,587.28
C070	7/15/2004	8/15/2004	\$5,625.00	Cleared	\$5,625.00	\$5,625.00	\$0.00	\$3,017,962.28
C071	7/16/2004	10/15/2004	\$45,483.60	Cleared	\$21,699.50	\$45,483.60	\$0.00	\$2,972,478.68
C073	7/18/2004	10/25/2004	\$15,999.50	Cleared	\$14,337.50	\$15,999.50	\$0.00	\$2,956,479.18
C075	7/18/2004	10/18/2004	\$46,076.25	Cleared	\$40,046.25	\$46,076.25	\$0.00	\$2,910,402.93

NOTE: This report EXCLUDES "Pending" and "Rejected" grants

LTI Grants Checkbook (Continued)
As of August 30, 2004

<u>Grant No.</u>	<u>Date App</u>	<u>End Date</u>	<u>LTI Committed Amt</u>	<u>Status</u>	<u>Amount Disbused</u>	<u>Finalized Amount</u>	<u>Obligations</u>	<u>Available Balance</u>
C069	7/19/2004	7/19/2004	\$40,925.00	Cleared	\$29,417.00	\$40,925.00	\$0.00	\$2,869,477.93
C045	7/31/2004	10/29/2004	\$65,000.00	Cleared		\$65,000.00	\$0.00	\$2,804,477.93
C002	8/6/2004	11/26/2004	\$31,329.50	Cleared		\$31,329.50	\$0.00	\$2,773,148.43
C064	8/6/2004	11/26/2004	\$43,569.50	Cleared	\$14,131.00	\$43,569.50	\$0.00	\$2,729,578.93
C076	8/6/2004	3/1/2005	\$75,000.00	Cleared	\$52,500.00	\$75,000.00	\$0.00	\$2,654,578.93
C078	8/6/2004	10/31/2004	\$99,918.00	Cleared		\$99,918.00	\$0.00	\$2,554,660.93
C079	8/6/2004	10/31/2004	\$99,940.00	Cleared		\$99,940.00	\$0.00	\$2,454,720.93
C082	8/9/2004	10/15/2004	\$11,400.00	Cleared		\$11,400.00	\$0.00	\$2,443,320.93
C083	8/9/2004	10/15/2004	\$5,550.00	Cleared		\$5,550.00	\$0.00	\$2,437,770.93
C084	8/17/2004	10/31/2004	\$10,000.00	Cleared		\$10,000.00	\$0.00	\$2,427,770.93
C086	8/17/2004	9/30/2004	\$8,000.25	Cleared		\$8,000.25	\$0.00	\$2,419,770.68
C088	8/23/2004	9/5/2004	\$6,736.00	Cleared	\$6,686.00	\$6,736.00	\$0.00	\$2,413,034.68
Grants = 73			Totals		\$2,507,618.19	\$1,332,224.19	\$4,725,000.00	\$2,413,034.68

Status Statistics

Cleared	40	55%
Completed	13	18%
Closed	20	27%
Total	73	100%

NOTE: This report EXCLUDES "Pending" and "Rejected" grants

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Annex C

Strategic Objectives and Performance Monitoring Plan

USAID/DCHA/OTI Liberia Transition Initiative

Advance Prospects for an Inclusive, Peaceful, Political Transition in the context of the 2003 Peace Accord

Illustrative Indicators

Illustrative Activity Types

Objective 1	Objective 2	Objective 3
Restore critical transitional governance and civil society functions	Increase public understanding of key political transition issues ¹	Promote community reintegration and peaceful resolution of conflict
<p>Illustrative Output Indicators:</p> <ul style="list-style-type: none"> 1.1 # of ministry infrastructure/equipment projects 1.2. # of municipality infrastructure/equipment projects 1.3. # of CSO infrastructure/equipment projects 1.4. # of public school infrastructure/equipment projects 1.5. # of markets infrastructure/equipment projects 1.6. # of other critical infrastructure/equipment projects <p>Illustrative Impact Indicators:</p> <ul style="list-style-type: none"> 1.1. The transitional government continues to perform critical functions expected. 1.2. Civil society groups continue to expand activities. 	<p>Illustrative Output Indicators:</p> <ul style="list-style-type: none"> 2.1. # of media projects 2.2. # of anti-corruption information projects 2.3. # of constitutional rights & responsibilities education projects 2.4. # of women's rights education projects 2.5. # of Youth Education for Life Skills trainings <p>Illustrative Impact Indicator:</p> <ul style="list-style-type: none"> 2.1 Respondents consider themselves more informed about key political issues. 	<p>Illustrative Indicators:</p> <ul style="list-style-type: none"> 3.1. # of communities supported in reintegration activities 3.2. # of civil society conflict mitigation projects <p>Illustrative Impact Indicator:</p> <ul style="list-style-type: none"> 3.1. Respondents report peaceful exchanges between diverse ethnic groups. 3.2. Respondents perceive a return to communal decision-making.normalcy in their community²
<p>Illustrative Activities:</p> <ul style="list-style-type: none"> • Rehabilitate basic infrastructure for key ministries and target municipalities. • Provide essential equipment for key ministries and target municipalities. • Provide essential office infrastructure and/or equipment for credible civil society organizations. • Assist formal and informal justice sector institutions. • Support localthe enhancement of community radio broadcasting.capacity and content. • Support audit of Central Bank required for resumption of World Bank support. • Provide small grants mechanism for community-led rehabilitation activities to restore critical social and economic infrastructure in target communities. 	<p>Illustrative Activities:</p> <ul style="list-style-type: none"> • Public information campaigns on 2-3 TBD key political transition issues (e.g. corruption, rights and responsibilities under the constitution, and women's rights) • Collaboration with other USAID partners supporting community radio programs • Public education on how much public services cost under current law • Public information campaigns on the costs of corruption • Public information on rights and responsibilities under the constitution • Public education in use of the legal system • Public education on women's rights: basic education and political participation • Start-up support for electoral commission • Collaboration with other USAID partners to fill critical gaps prior to October 2005 vote. 	<p>Illustrative Activities:</p> <ul style="list-style-type: none"> • Provide small grants mechanism for community-led rehabilitation activities that support collaboration among diverse groups and communal decision-making. • Community-focused reintegration assistance for 30,000 youth ages 18-30 (YES program) that promotes informed decision-making. • Support civil society and private sector micro-activities that benefit target communities and further entrepreneurship among YES program participants. • Training 800 teachers to provide accelerated learning opportunities in target communities that fulfill primary school level certification requirements (ALP). • Joint temporary Provide small grants mechanism for community-led rehabilitation activities. • support civil society and private sector micro-activities that benefit communities, further entrepreneurship and self-employment activities with other USAID partners such as the Liberia Community Infrastructure Project (LCIP).

¹ "Key transition issues" to be narrowlyhas been defined by LTI team. May 2004 strategy session identified the following are as: accountable, responsive and inclusive government; human rights and transitional justice; informed citizen participation in education, reintegration, conflict mitigation, community decision-making and political processes leading up to national elections scheduled for October 2005.

² "Normalcy" to be defined by LTI team (e.g.resumption of nearby schools and healthcare; communal decision-making; resumption of traditional methods of conflict mitigation; peaceful exchanges between different ethnic groups)

Draft Performance Management Plan

The OTI/Liberia program will ensure that appropriate monitoring is conducted on its three objectives and will hold implementing partners, grantees, and OTI staff accountable for reporting on successes as well as challenges. This information will be collected consistently and reported in writing to the OTI Country Representative. It will be analyzed and then used to determine which activities are contributing to meeting the program's objectives and which are not. Current activities will be modified as needed and new ones developed to respond quickly to rapidly changing conditions on the ground. The following performance management plan will be modified as needed as projects are developed. The indicators presented will be used to measure progress toward the three objectives.

Objective	Indicator	Data Collection Method	Frequency	Responsibility
Objective #1: Restore critical transitional governance and civil society functions	Input Indicators: Grant projects funded, for example: Rehabilitate basic infrastructure for key ministries and target municipalities; provide essential equipment for key ministries and target municipalities; Provide essential office infrastructure and/or equipment for credible civil society organization; Provide small grants mechanism for community-led rehabilitation activities such as schools, markets, or drinking water; Restore other critical social and economic infrastructure in target communities (e.g. five counties covered by YES program).	Input data sources of data and methods of data collection: Grant entered into the data base.	Input data collection and reporting frequency: When grant is signed.	Input data collection and reporting responsibility: PDOs
	Output Indicators: Grant projects completed, for example: # of ministry infrastructure/ equipment (i/e) projects; # of municipality i/e projects; # of CSO i/e projects; # of public school i/e projects; # of markets i/e projects.	Output data sources of data and methods of data collection: Reports from implementing partners, grantees and confirmed by PDO. Grant project completion data entered into the data base.	Output data collection and reporting frequency: When grant is completed.	Output data collection and reporting responsibility: PDOs and OTI monitoring staff
	Outcome/Impact Indicators: Transitional government continues to perform critical functions expected. Civil society groups continue to expand activities.	Outcome/Impact sources of data and methods of data collection: Site visits, observations, focus groups, interviews.	Outcome/Impact data collection and reporting frequency: On-going and report at least monthly.	Outcome/Impact data collection and reporting responsibility: OTI monitoring specialist

Objective #2: Increase public understanding of key political transition issues	Input Indicators: Grant projects funded, for example: Public information campaigns; Journalists training; Support for community radio programs; Voter education; Public education in use of the legal system.	Input data sources of data and methods of data collection: Grant entered into the data base.	Input data collection and reporting frequency: When grant is signed.	Input data collection and reporting responsibility: PDOs
	Output Indicators: Grant project completed, for example: # of informational/educational activities completed and # of participants/people involved in media projects, Women's rights/Constitutional rights, anti-corruption, justice projects.	Output data sources of data and methods of data collection: Reports from implementing partners, grantees and confirmed by PDO. Grant project completion data entered into the data base.	Output data collection and reporting frequency: When grant is completed.	Output data collection and reporting responsibility: PDOs and OTI monitoring specialist
	Outcome/Impact Indicators: Respondents consider themselves more informed about key political issues.	Outcome/Impact data sources of data and methods of data collection: Focus groups and interviews, possibly surveys.	Outcome/Impact data collection and reporting frequency: On-going and reported every 1-3 months	Outcome/Impact data collection and report- ing responsibility: OTI monitoring specialist.

Objective #3: Promote community reintegration and peaceful resolution of conflict	Input Indicators: Grant projects funded, for example: Support learning environment and relevant life skills (YES program); Support accelerated learning opportunities that fulfill primary school level certification requirements; Provide small grants mechanism for community-led rehabilitation activities; Provide tangible benefits (small community grants?) to YES program participants and/or credit-worthy communities; Joint employment generation activities with the Liberia Community Infrastructure Project; Support civil society organizations in supporting traditional methods of conflict mitigation; Support civil society or private sector projects to further entrepreneurship and self-employment possibilities.	Input data sources of data and methods of data collection: Grant is entered into the data base.	Input data collection and reporting frequency: When grant is signed.	Input data collection and reporting responsibility: PDOs
	Output Indicators: # of communities supported/people involved in reintegration activities # of civil society conflict mitigation projects/people involved, #and Youth Education for Life Skills trainings	Output data sources of data and methods of data collection: Reports from implementing partners, grantees and confirmed by PDO. Grant project completion data entered into the data base.	Output data collection and reporting frequency: When grant is completed.	Output data collection and reporting responsibility: PDOs and some grant activities confirmed by monitoring specialists.
	Outcome/Impact Indicators: Respondents perceive a return to normalcy in their community.	Outcome/Impact data sources of data and methods of data collection: Site visits, observations, focus groups, interviews, surveys	Outcome/Impact data collection and reporting frequency: Monthly reports	Outcome/Impact data collection and report- ing responsibility: Implementing partners, OTI monitoring staff

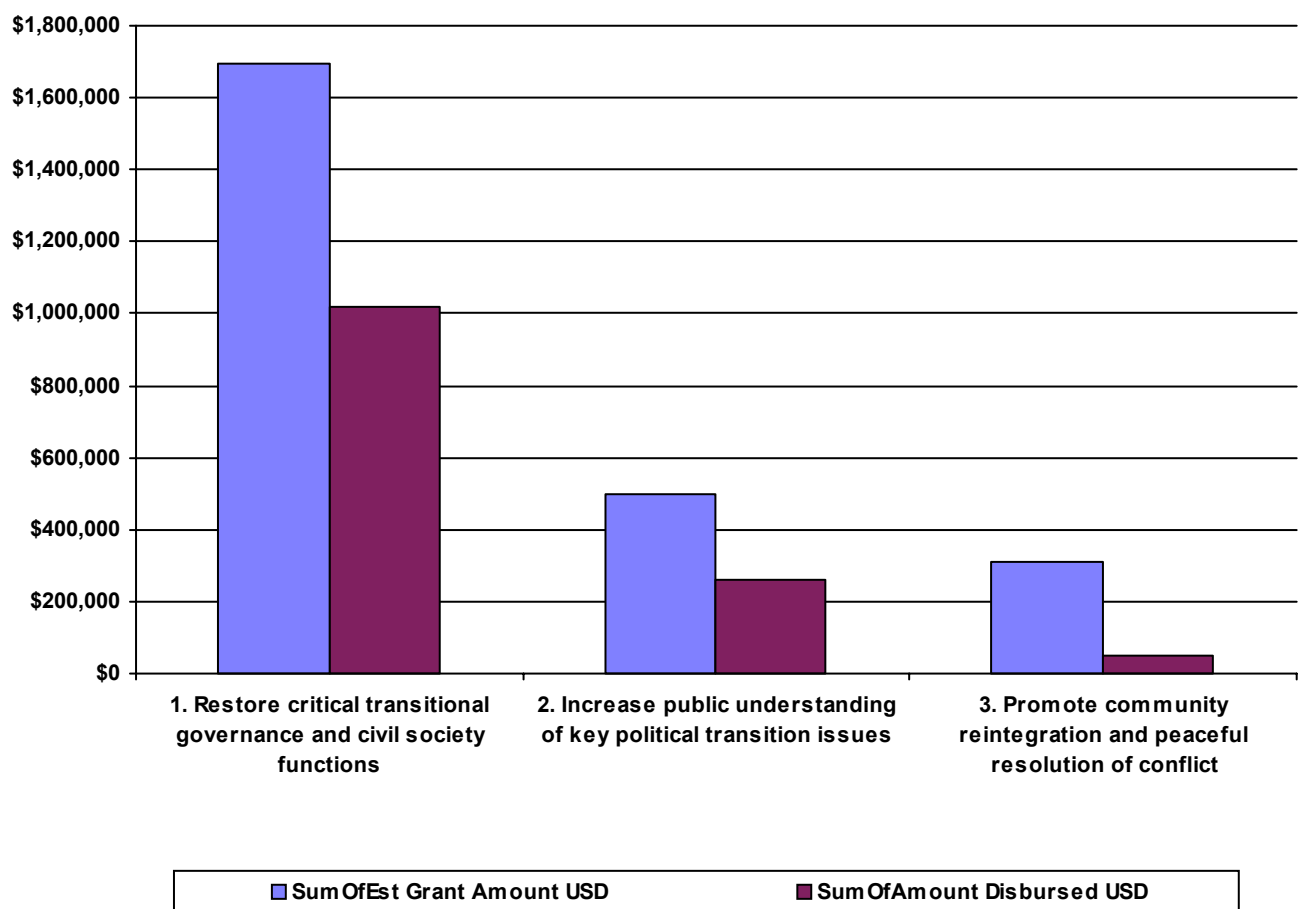
Annex D

Grants Summary Reports by Objective and Focus Area

USAID/OTI/Liberia

Summary Report by Country Objective

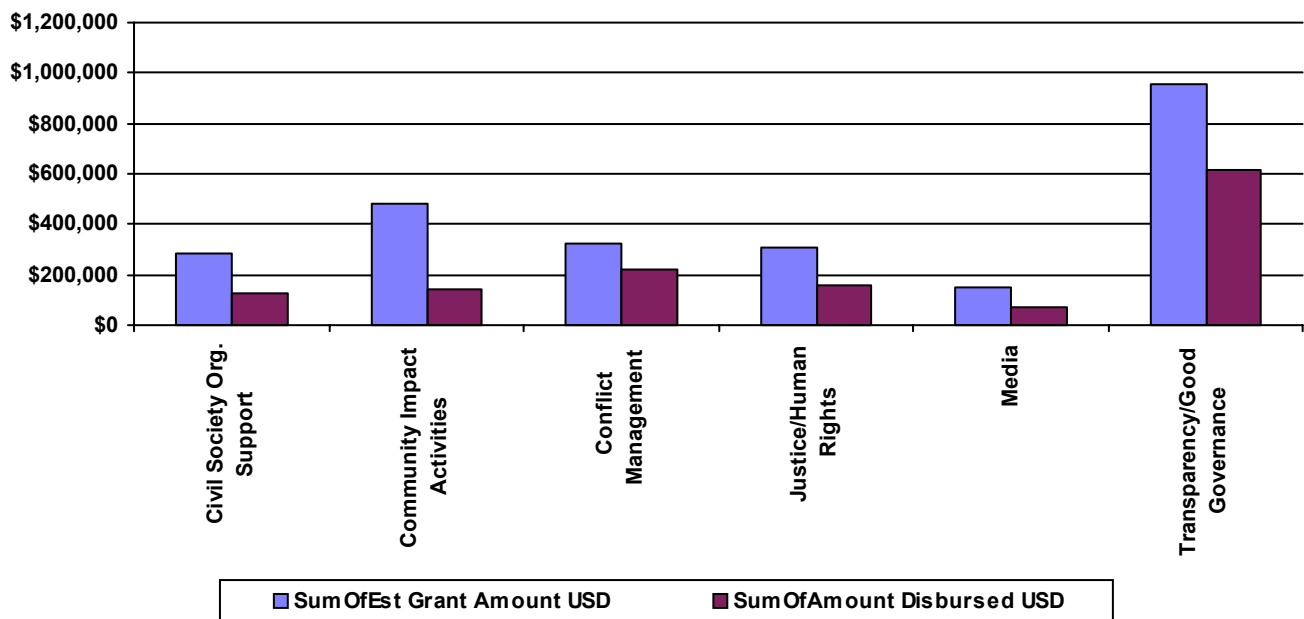
Country Objective	# of Grants	Est Grant Amount USD	Amount Disbursed USD	Amount Undisbursed USD
1. Restore critical transitional governance and civil society funct	55	\$1,695,889	\$1,017,306	\$678,583
2. Increase public understanding of key political transition issue	13	\$499,992	\$262,418	\$237,574
3. Promote community reintegration and peaceful resolution of c	5	\$311,738	\$52,500	\$259,238
Grand Total	73	\$2,507,618	\$1,332,224	\$1,175,394



USAID/OTI/Liberia

Summary Report by Focus Area

Focus Area	# of Grants	Est Grant Amount USD	Amount Disbursed USD	Amount Undisbursed USD
Civil Society Org. Support	11	\$287,568	\$125,291	\$162,277
Community Impact Activities	14	\$478,313	\$141,356	\$336,957
Conflict Management	11	\$325,346	\$219,026	\$106,319
Justice/Human Rights	11	\$310,580	\$159,467	\$151,113
Media	3	\$148,668	\$74,704	\$73,963
Transparency/Good Governance	23	\$957,145	\$612,380	\$344,765
Grand Total	73	\$2,507,618	\$1,332,224	\$1,175,394



Annex E

Grant Summaries by Country Objective

USAID/OTI/Liberia

Grants by Country Objective

<u>Grant No.</u>	<u>Grantee</u>	<u>Grant Title</u>	<u>County</u>	<u>Clear Date</u>	<u>Start Date</u>	<u>End Date</u>	<u>Est. Grant Amount</u>
Status	Intermediary						
1. Restore critical transitional governance and civil society functions							
C001	MICAT, Ministry of Information and Culture	MIB: Start-up support, equipment/supplies, for Ministry of Information	Montserrado	3/19/2004	3/31/2004	10/30/2004	\$95,230
Completed	Creative Associates International, Inc.						
C006	CEDE, Center for Democratic Empowerment	NIB: Equipment and Supplies for Center for Democratic Empowerment	Montserrado	3/19/2004	3/21/2004	4/14/2004	\$11,490
Closed	Creative Associates International, Inc.						
C007	Flomo Theater	NIB: Start-up Support for FLOMO Theater in Monrovia	Montserrado	3/19/2004	3/22/2004	10/30/2004	\$92,000
Cleared	Creative Associates International, Inc.						
C008	FOHRD, Foundation for Human Rights and Democracy	NIB: Start-Up Support for Human Rights NGO, FOHRD, in Monrovia	Montserrado	3/19/2004	4/1/2004	10/30/2004	\$56,000
Cleared	Creative Associates International, Inc.						
C009	LDRC, Liberia Democracy Resource Center	NIB: Start-Up Support for Liberian NGO, LDRC	Montserrado	3/19/2004	4/1/2004	4/1/2004	\$20,000
Completed	Creative Associates International, Inc.						
C010	LRRRC, Liberian Refugee Repatriation & Resettlement	MIB: Equipment/Supplies for Liberian Resettlement Commission, Monrovia	Montserrado	4/5/2004	4/5/2004	10/31/2004	\$55,000
Cleared	Creative Associates International, Inc.						
C013	LRRRC, Bopolu, Liberian Refugee Repatriation & Resettlement	MIB: Start-up Support for LRRRC in Tubmanburg, Bomi	Bomi	4/7/2004	4/12/2004	7/15/2004	\$65,335
Closed	Creative Associates International, Inc.						
C017	BOB, Bureau of the Budget	MIB: Equipment, Supplies and Furniture for the Liberian Budget Bureau	Montserrado	6/24/2004	7/5/2004	7/31/2004	\$29,925
Closed	Creative Associates International, Inc.						
C018	MOF, Min of Finance Large Taxpayer Unit & Central Collection	MIB: Start-Up Equipment for Tax Offices of the Ministry of Finance	Montserrado	7/5/2004	7/8/2004	8/24/2004	\$54,940
Cleared	Creative Associates International, Inc.						
C019	MOS, Ministry of State for Presidential Affairs	Treasury and Budget workshop	Montserrado	3/25/2004	3/29/2004	4/1/2004	\$4,711
Closed	Creative Associates International, Inc.						
C020	BOB, Bureau of the Budget	MIB: Power Generator for Liberian Budget Bureau	Montserrado	3/21/2004	3/31/2004	3/30/2004	\$20,450
Closed	Creative Associates International, Inc.						
C021	AFELL, The Association of Female Lawyers in Liberia	NIB: Start-up for the Association of Female Lawyers in Liberia (AFELL)	Montserrado	4/2/2004	4/8/2004	4/16/2004	\$11,756
Closed	Creative Associates International, Inc.						
C022	LINNKK, Liberia's NGO Network	NIB: Start-up support for Liberia's NGO Network, LINNK	Montserrado	4/2/2004	4/5/2004	4/16/2004	\$16,248
Closed	Creative Associates International, Inc.						
C023	UL, Concerned Students of the University of Liberia	University of Liberia Monrovia Campus Start Up Support - Part I	Montserrado	4/6/2004	4/6/2004	5/31/2004	\$24,279
Closed	Creative Associates International, Inc.						
C024	LRRRC, Liberian Refugee Repatriation & Resettlement	LRRRC, Liberian Refugee Repatriation and Resettlement Workshop	Bomi Montserrado	4/8/2004	4/10/2004	5/5/2004	\$5,000
Closed	Creative Associates International, Inc.						
C026	WSI, Water Sanitation Incorporated	Provision of Water Pumps for Bo Waterside, Grand Cape Mount	Grand Cape Mount	4/6/2004	4/20/2004	5/6/2004	\$3,393
Closed	Creative Associates International, Inc.						
C027	LDI, Liberia Democratic Institute	NIB: Start-Up support for Liberian NGO, Liberia Democratic Institute	Montserrado	4/16/2004	4/22/2004	4/22/2004	\$11,486
Closed	Creative Associates International, Inc.						
C028	ISSA, Inter School Sports Association	Provision of Sporting Equipment for Schools, Grand Bassa, Montserrado	Grand Bassa Montserrado	4/8/2004	4/22/2004	4/16/2004	\$10,513
Closed	Creative Associates International, Inc.						
C029	NEC, National Elections Commission	MIB: Start-Up support for the National Elections Commission	Montserrado	4/27/2004	4/30/2004	7/10/2004	\$45,423
Closed	Creative Associates International, Inc.						

<u>Grant No.</u> <u>Status</u>	<u>Grantee</u> <u>Intermediary</u>	<u>Grant Title</u>	<u>County</u>	<u>Clear Date</u>	<u>Start Date</u>	<u>End Date</u>	<u>Est. Grant Amount</u>
C030 Completed	LGRC, The Liberian Governance Reform Commission Creative Associates International, Inc.	MIB: Start-Up support for The Liberian Governance Reform Commission	Montserrado	4/27/2004	5/1/2004	7/30/2004	\$59,230
C031 Completed	MOA, Ministry of Agriculture Creative Associates International, Inc.	MIB: Start-Up support for the Ministry of Agriculture	Montserrado	5/5/2004	5/24/2004	6/15/2004	\$45,221
C032 Closed	FIND, Foundation for International Dignity Creative Associates International, Inc.	NIB: Start-Up support for NGO, Foundation for International Dignity	Montserrado	4/16/2004	4/20/2004	5/20/2004	\$8,283
C033 Cleared	MPEA, Ministry of Planning and Economic Affairs Creative Associates International, Inc.	MIB: Start-Up for RIMCO, Monitoring Committee - PART 1	Montserrado	4/23/2004	5/24/2004	6/28/2005	\$85,000
C034 Cleared	MPEA, Ministry of Planning and Economic Affairs Creative Associates International, Inc.	MIB: Start-Up for RIMCO, Monitoring Committee - PART 2	Montserrado	4/18/2004	5/7/2004	6/1/2005	\$90,000
C035 Closed	FDA, The Forestry Development Authority Creative Associates International, Inc.	MIB: Start-Up Support for the Forestry Development Authority (FDA)	Montserrado	4/23/2004	4/26/2004	5/31/2004	\$12,038
C037 Closed	MGD, Ministry of Gender and Development Creative Associates International, Inc.	MIB: Support to enable Ministry of Gender to host Int'l Conference	Montserrado	4/27/2004	4/27/2004	5/12/2004	\$35,443
C038 Cleared	PTA, W.V.S Tubman High School-Parent Teachers Association Creative Associates International, Inc.	Rehabilitation of W.V.S. Tubman High School in Monrovia	Montserrado	4/27/2004	4/23/2004	8/15/2004	\$25,000
C039 Cleared	PTA, G.W. Gibson High School-Parents/Teachers Association Creative Associates International, Inc.	Rehabilitation of G.W. Gibson High School in Monrovia	Montserrado	4/27/2004	4/28/2004	8/15/2004	\$25,000
C040 Cleared	PTA, D. Tweh Memorial High School-Parent/Teachers Association Creative Associates International, Inc.	Rehabilitation of Tweh Memorial High School in Monrovia	Montserrado	4/27/2004	4/28/2004	8/15/2004	\$25,000
C041 Cleared	PTA, Boatswain High School-Parents/Teachers Association Creative Associates International, Inc.	Rehabilitation of Boatswain High School in Monrovia	Montserrado	4/27/2004	4/28/2004	8/15/2004	\$25,000
C042 Cleared	PTA, Matilda Newport High School-Parents/Teachers Association Creative Associates International, Inc.	Rehabilitation of Matilda Newport High School in Monrovia	Montserrado	4/27/2004	4/28/2004	8/15/2004	\$25,000
C043 Closed	DEN-L, Development Education Network-Liberia Creative Associates International, Inc.	Provision of Sports Supplies and Publicity for Events in Bong County	Bong	4/27/2004	5/15/2004	6/30/2004	\$10,000
C044 Completed	Bo Community Water Side Creative Associates International, Inc.	Bo Water Side Tools for Peace Project, Grand Cape Mount County	Grand Cape Mount	4/27/2004	5/19/2004	6/15/2004	\$10,200
C045 Cleared	LFA, Liberia Football Association Creative Associates International, Inc.	Supporting Soccer in 6 counties to promote peace and reconciliation	Bomi Bong	7/31/2004	7/27/2004	10/29/2004	\$65,000
C046 Completed	UL, University of Liberia-Main Campus Creative Associates International, Inc.	University of Liberia: Rehabilitation of main campus, Monrovia, Part 2	Montserrado	5/10/2004	5/13/2004	6/15/2004	\$77,000
C047 Cleared	MLME, Ministry of Lands, Mines, and Energy Creative Associates International, Inc.	Revitalisation and extension of the Land adjudication program	Bomi Bong	6/18/2004	5/30/2004	12/18/2004	\$44,000
C049 Closed	ISSA, Inter School Sports Association-Grand Bassa Creative Associates International, Inc.	Provision of Sports Equipment for High Schools in Grand Bassa County	Grand Bassa	6/18/2004	6/30/2004	9/27/2004	\$5,537
C050 Cleared	Society for Truth and Peace (Truth Witness) Creative Associates International, Inc.	NIB: NGO Start-Up support, Society for Truth & Peace (Truth Witness)	Montserrado	5/17/2004	5/18/2004	7/31/2004	\$10,000
C051 Cleared	Gardinersville Administrative Office Creative Associates International, Inc.	Reconstruct roof of Gardinersville Administrative Office, Montserrado	Montserrado	5/21/2004	7/5/2004	9/5/2004	\$14,992
C053 Cleared	FOHRD, Foundation for Human Rights and Democracy Creative Associates International, Inc.	Advocacy for Victims of Prolonged and Unlawful Detention	Bomi Grand Bassa	6/6/2004	6/10/2004	8/11/2004	\$15,000
C054 Completed	CLI, Catalyst Liberia Inc. Ganta Nimba County Creative Associates International, Inc.	NIB: Start-Up support for NGO Catalyst Liberia Inc., in Nimba County	Nimba	6/18/2004	6/21/2004	9/20/2004	\$20,000

<u>Grant No.</u> Status	<u>Grantee</u> Intermediary	<u>Grant Title</u>	<u>County</u>	<u>Clear Date</u>	<u>Start Date</u>	<u>End Date</u>	<u>Est. Grant Amount</u>
C055 Cleared	LAS, Liberia Agro-Systems, Grand Gedeh County Creative Associates International, Inc.	NIB: Equipment & Supplies for Liberia Agro Systems in Grand Gedeh	Grand Gedeh	6/18/2004	6/17/2004	9/20/2004	\$20,000
C056 Cleared	Multi-Agrisystem Promoters Grand Gedeh Creative Associates International, Inc.	NIB: Support for Multi-Agrisystem Promoters in Grand Gedeh	Grand Gedeh	6/18/2004	6/21/2004	9/13/2004	\$20,000
C059 Closed	NARDA, New African Research and Development Agency Creative Associates International, Inc.	NIB: Building capacity of national NGO NARDA and its members	Bong Grand Bassa	6/28/2004	6/29/2004	7/23/2004	\$17,349
C062 Cleared	WANEP/WIPNET, West Africa Network for Peacebuilding Creative Associates International, Inc.	WANEP/WIPNET-Liberia: Community Conflict Management	Montserrado	7/7/2004	7/6/2004	12/3/2004	\$52,420
C063 Cleared	National Archives Creative Associates International, Inc.	National Archives: Preservation of the National Documents Heritage	Montserrado	7/13/2004	7/12/2004	10/12/2004	\$38,679
C067 Cleared	UL, University of Liberia Creative Associates International, Inc.	U. of Liberia; providing security and maintenance for Monrovia campus	Montserrado	7/1/2004	7/1/2004	8/30/2004	\$33,000
C070 Cleared	MIA, Ministry of Internal Affairs Creative Associates International, Inc.	MIB: Ministry of Internal Affairs	Montserrado	7/15/2004	7/25/2004	8/15/2004	\$5,625
C071 Cleared	MOE, Ministry of Education Creative Associates International, Inc.	MIB: Assistance to Ministry of Education-Specific Needs	Montserrado	7/16/2004	7/22/2004	10/15/2004	\$45,484
C073 Cleared	NEWFAD, New Era for a Wholesome Family Development - Creative Associates International, Inc.	NIB: Start up support for NGO NEWFAD in Gbarpolu	Gbarpolu	7/18/2004	7/27/2004	10/25/2004	\$16,000
C075 Cleared	MYS, Ministry of Youth and Sports Creative Associates International, Inc.	MIB: Ministry of Youth and Sports	Montserrado	7/18/2004	7/22/2004	10/18/2004	\$46,076
C082 Cleared	Robertsport City Corporation Creative Associates International, Inc.	Rehabilitation of Water Wells Robertsport, Grand Cape Mount Co.	Grand Cape Mount	8/9/2004	8/15/2004	10/15/2004	\$11,400
C084 Cleared	Robertsport, Grand Cape Mount County Creative Associates International, Inc.	Repair of Market Grassfield, Robertsport	Grand Cape Mount	8/17/2004	8/31/2004	10/31/2004	\$10,000
C086 Cleared	Robertsport city Corporation Creative Associates International, Inc.	Equipment and Supplies for Robertsport Municipality	Grand Cape Mount	8/18/2004	8/30/2004	9/30/2004	\$8,000
C088 Cleared	WANEP-LIBERIA CHAPTER Creative Associates International, Inc.	WANEP: Good Governance Conference	Bong	8/23/2004	8/29/2004	9/5/2004	\$6,736

Number of Grants for 1. Restore critical transitional governance and civil society functions 55

\$1,695,889

<u>Grant No.</u> Status	<u>Grantee</u> Intermediary	Grant Title	County	<u>Clear Date</u>	<u>Start Date</u>	<u>End Date</u>	<u>Est. Grant Amount</u>
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2. Increase public understanding of key political transition issues

C004 Completed	NHRCL, National Human Rights Center of Liberia Creative Associates International, Inc.	Supporting Transitional Justice, capacity building and surveys, TJWG 1	Bomi Bong	4/8/2004	4/20/2004	10/20/2004	\$90,000
C005 Completed	SCG, Search for Common Ground, Talking Drum Studio Creative Associates International, Inc.	Start-up support for Talking Drum Studio - Radio Production, Monrovia	Montserrado	3/19/2004	3/22/2004	10/30/2004	\$92,640
C025 Completed	NHRCL, National Human Rights Center of Liberia Creative Associates International, Inc.	Qualitative survey with focus groups on transitional justice, TJWG 2	Bomi Bong	4/8/2004	5/20/2004	8/20/2004	\$66,000
C036 Closed	FDA, The Forestry Development Authority Creative Associates International, Inc.	Media Outreach Campaigns to involve the public in Forestry Development	Montserrado	4/23/2004	5/1/2004	7/1/2004	\$4,660
C048 Cleared	SCG, Search For Common Ground - Talking Drum Studio Creative Associates International, Inc.	Expansion of Talking Drum Studio to Bong County	Bong	5/22/2004	6/4/2004	7/24/2004	\$20,028
C052 Cleared	PUL, Press Union of Liberia Creative Associates International, Inc.	Computers for Training Liberian Journalists & Public Affairs Officers	Montserrado	6/18/2004	6/1/2004	8/31/2004	\$36,000
C060 Cleared	CPD, Center for the Promotion of Democracy in Liberia Creative Associates International, Inc.	NIB: NGO Capacity support & media outreach campaign, CPD	Bong Margibi	6/29/2004	7/5/2004	10/25/2004	\$34,540
C061 Completed	NHRCL, National Human Rights Center of Liberia Creative Associates International, Inc.	Transcribing Focus Group Tapes from Survey, TJWG 4	Montserrado	6/28/2004	6/29/2004	7/29/2004	\$3,000
C064 Cleared	DEN-L, Development Education Network Liberia Creative Associates International, Inc.	DEN-L NIB:Liberian Youth Song and Dance Competition for Peace	Bong	8/6/2004	8/16/2004	11/26/2004	\$43,570
C065 Cleared	NHRCL, National Human Rights Center of Liberia Creative Associates International, Inc.	Nationwide quantitative survey of Transitional Justice Issues, TJWG 3	National	7/6/2004	7/19/2004	7/29/2004	\$58,530
C066 Completed	CEDE, Center for Democratic Empowerment Creative Associates International, Inc.	Involving CSOs in Truth and Reconciliation Commission Activities	Bomi Bong	7/5/2004	7/7/2004	7/31/2004	\$5,100
C068 Completed	TRC, Truth and Reconciliation Commission Creative Associates International, Inc.	Truth Commission Survey Support	Bomi Bong	7/7/2004	7/6/2004	7/31/2004	\$5,000
C069 Cleared	TRC, Truth and Reconciliation Commission Creative Associates International, Inc.	Truth and Reconciliation's Commission in a box (CIB)	Montserrado	7/19/2004	7/9/2004	7/19/2004	\$40,925

Number of Grants for 2. Increase public understanding of key political transition issues 13

\$499,992

3. Promote community reintegration and peaceful resolution of conflict

C002 Cleared	Flomo Theatre Creative Associates International, Inc.	Flomo Theatre:Theatre for Promotion of Peace and Civic Education	Montserrado	8/6/2004	8/16/2004	11/26/2004	\$31,330
C076 Cleared	AAL, Action Aid Liberia Creative Associates International, Inc.	YES Pilot Grant for Training	Gbarpolu	8/6/2004	8/1/2004	3/1/2005	\$75,000
C078 Cleared	Mercy Corps Liberia Creative Associates International, Inc.	YES Program Pilot Grant I	Montserrado	8/6/2004	8/2/2004	10/31/2004	\$99,918
C079 Cleared	Mercy Corps Liberia Creative Associates International, Inc.	YES Program Pilot Grant II	Montserrado	8/6/2004	8/1/2004	10/31/2004	\$99,940
C083 Cleared	Grass Field Quarter Robertsport,Cape Mount Co. Creative Associates International, Inc.	Primary school Repairs and Equipment in Robertsport	Grand Cape Mour	8/9/2004	8/15/2004	10/15/2004	\$5,550

Number of Grants for 3. Promote community reintegration and peaceful resolution of conflict 5

\$311,738

Total Number of Grants: 73

\$2,507,618

Annex F

Financial Report (USD)

USAID/OTI/Liberia Financial Report (USD)

Grant Number	Focus Area	Grantee	Start Date	End Date	Grant Amount USD	Amount Disbursed USD	Amount Undisbursed USD
Completed : Project activities completed; pending final report, final costs and evaluation							
C001	Transparency/Good Governance	MICAT, Ministry of Information and Culture	3/31/2004	10/30/2004	\$95,230.00	\$57,715.41	\$37,514.59
C004	Justice/Human Rights	NHRCL, National Human Rights Center of Liberia	4/20/2004	10/20/2004	\$90,000.00	\$50,793.67	\$39,206.33
C005	Media	SCG, Search for Common Ground, Talking Drum Studio	3/22/2004	10/30/2004	\$92,640.00	\$36,279.43	\$56,360.57
C009	Civil Society Org. Support	LDRC, Liberia Democracy Resource Center	4/1/2004	4/1/2004	\$20,000.00	\$19,464.50	\$535.50
C025	Justice/Human Rights	NHRCL, National Human Rights Center of Liberia	5/20/2004	8/20/2004	\$66,000.00	\$53,971.00	\$12,029.00
C030	Transparency/Good Governance	LGRC, The Liberian Governance Reform Commission	5/1/2004	7/30/2004	\$59,230.00	\$30,756.26	\$28,473.74
C031	Transparency/Good Governance	MOA, Ministry of Agriculture	5/24/2004	6/15/2004	\$45,221.25	\$34,957.50	\$10,263.75
C044	Conflict Management	Bo Community Water Side	5/19/2004	6/15/2004	\$10,200.00	\$8,928.10	\$1,271.90
C046	Conflict Management	UL, University of Liberia-Main Campus	5/13/2004	6/15/2004	\$77,000.00	\$72,495.01	\$4,504.99
C054	Community Impact Activities	CLI, Catalyst Liberia Inc. Ganta Nimba County	6/21/2004	9/20/2004	\$19,999.50	\$16,087.00	\$3,912.50
C061	Justice/Human Rights	NHRCL, National Human Rights Center of Liberia	6/29/2004	7/29/2004	\$3,000.00	\$3,520.00	(\$520.00)
C066	Justice/Human Rights	CEDE, Center for Democratic Empowerment	7/7/2004	7/31/2004	\$5,100.00	\$4,000.00	\$1,100.00
C068	Justice/Human Rights	TRC, Truth and Reconciliation Commission	7/6/2004	7/31/2004	\$5,000.00	\$4,000.00	\$1,000.00
		Completed	Number of Grants 13	Subtotal	\$588,620.75	\$392,967.88	\$195,652.87

Grant Number	Focus Area	Grantee	Start Date	End Date	Grant Amount USD	Amount Disbursed USD	Amount Undisbursed USD
<u>Closed</u> : Project activities completed, final costs recorded, final report received and final evaluation completed							
C006	Civil Society Org. Support	CEDE, Center for Democratic Empowerment	3/21/2004	4/14/2004	\$11,489.50	\$11,489.50	\$0.00
C013	Transparency/Good Governance	LRRRC, Bopolu, Liberian Refugee Repatriation & Resettlement Commission	4/12/2004	7/15/2004	\$65,335.13	\$65,335.13	\$0.00
C017	Transparency/Good Governance	BOB, Bureau of the Budget	7/5/2004	7/31/2004	\$29,925.00	\$29,925.00	\$0.00
C019	Transparency/Good Governance	MOS, Ministry of State for Presidential Affairs	3/29/2004	4/1/2004	\$4,711.00	\$4,711.00	\$0.00
C020	Transparency/Good Governance	BOB, Bureau of the Budget	3/31/2004	3/30/2004	\$20,450.00	\$20,450.00	\$0.00
C021	Civil Society Org. Support	AFELL, The Association of Female Lawyers in Liberia	4/8/2004	4/16/2004	\$11,756.00	\$11,756.00	\$0.00
C022	Civil Society Org. Support	LINNK, Liberia's NGO Network	4/5/2004	4/16/2004	\$16,248.00	\$16,248.00	\$0.00
C023	Conflict Management	UL, Concerned Students of the University of Liberia	4/6/2004	5/31/2004	\$24,279.09	\$24,279.09	\$0.00
C024	Transparency/Good Governance	LRRRC, Liberian Refugee Repatriation & Resettlement Commission	4/10/2004	5/5/2004	\$5,000.00	\$5,000.00	\$0.00
C026	Community Impact Activities	WSI, Water Sanitation Incorporated	4/20/2004	5/6/2004	\$3,393.25	\$3,393.25	\$0.00
C027	Civil Society Org. Support	LDI, Liberia Democratic Institute	4/22/2004	4/22/2004	\$11,486.00	\$11,486.00	\$0.00
C028	Community Impact Activities	ISSA, Inter School Sports Association	4/22/2004	4/16/2004	\$10,513.00	\$10,513.00	\$0.00
C029	Transparency/Good Governance	NEC, National Elections Commission	4/30/2004	7/10/2004	\$45,422.60	\$45,422.60	\$0.00
C032	Civil Society Org. Support	FIND, Foundation for International Dignity	4/20/2004	5/20/2004	\$8,282.70	\$8,282.70	\$0.00
C035	Transparency/Good Governance	FDA, The Forestry Development Authority	4/26/2004	5/31/2004	\$12,038.00	\$12,038.00	\$0.00
C036	Transparency/Good Governance	FDA, The Forestry Development Authority	5/1/2004	7/1/2004	\$4,660.00	\$4,660.00	\$0.00
C037	Transparency/Good Governance	MGD, Ministry of Gender and Development	4/27/2004	5/12/2004	\$35,443.22	\$35,443.22	\$0.00

Grant Number	Focus Area	Grantee	Start Date	End Date	Grant Amount USD	Amount Disbursed USD	Amount Undisbursed USD
C043	Community Impact Activities	DEN-L, Development Education Network-Liberia	5/15/2004	6/30/2004	\$10,000.00	\$10,000.00	\$0.00
C049	Conflict Management	ISSA, Inter School Sports Association-Grand Bassa	6/30/2004	9/27/2004	\$5,537.00	\$5,537.00	\$0.00
C059	Transparency/Good Governance	NARDA, New African Research and Development Agency	6/29/2004	7/23/2004	\$17,348.75	\$17,348.75	\$0.00
Closed			Number of Grants 20	Subtotal	\$353,318.24	\$353,318.24	\$0.00

Grant Number	Focus Area	Grantee	Start Date	End Date	Grant Amount USD	Amount Disbursed USD	Amount Undisbursed USD
<u>Cleared</u> : Cleared for grant award or in implementation stage							
C002	Conflict Management	Flomo Theatre	8/16/2004	11/26/2004	\$31,329.50		\$31,329.50
C007	Civil Society Org. Support	Flomo Theater	3/22/2004	10/30/2004	\$92,000.00	\$14,016.00	\$77,984.00
C008	Civil Society Org. Support	FOHRD, Foundation for Human Rights and Democracy	4/1/2004	10/30/2004	\$56,000.00	\$11,501.50	\$44,498.50
C010	Transparency/Good Governance	LRRRC, Liberian Refugee Repatriation & Resettlement Commission	4/5/2004	10/31/2004	\$55,000.00	\$15,716.50	\$39,283.50
C018	Transparency/Good Governance	MOF, Min of Finance Large Taxpayer Unit & Central Collection Division	7/8/2004	8/24/2004	\$54,940.00	\$51,840.00	\$3,100.00
C033	Transparency/Good Governance	MPEA, Ministry of Planning and Economic Affairs	5/24/2004	6/28/2005	\$85,000.00	\$35,987.00	\$49,013.00
C034	Transparency/Good Governance	MPEA, Ministry of Planning and Economic Affairs	5/7/2004	6/1/2005	\$90,000.00		\$90,000.00
C038	Conflict Management	PTA, W.V.S Tubman High School-Parent Teachers Association	4/23/2004	8/15/2004	\$25,000.00	\$22,444.68	\$2,555.32
C039	Conflict Management	PTA, G.W. Gibson High School-Parents/Teachers Association	4/28/2004	8/15/2004	\$25,000.00	\$21,483.37	\$3,516.63
C040	Conflict Management	PTA, D. Tweh Memorial High School-Parent/Teachers Association	4/28/2004	8/15/2004	\$25,000.00	\$7,631.63	\$17,368.37
C041	Community Impact Activities	PTA, Boatswain High School-Parents/Teachers Association	4/28/2004	8/15/2004	\$25,000.00	\$9,423.00	\$15,577.00
C042	Conflict Management	PTA, Matilda Newport High School-Parents/Teachers Association	4/28/2004	8/15/2004	\$25,000.00	\$25,153.54	(\$153.54)
C045	Community Impact Activities	LFA, Liberia Football Association	7/27/2004	10/29/2004	\$65,000.00		\$65,000.00
C047	Conflict Management	MLME, Ministry of Lands,Mines, and Energy	5/30/2004	12/18/2004	\$44,000.00		\$44,000.00
C048	Media	SCG, Search For Common Ground - Talking Drum Studio	6/4/2004	7/24/2004	\$20,027.60	\$10,150.00	\$9,877.60
C050	Civil Society Org. Support	Society for Truth and Peace (Truth Witness)	5/18/2004	7/31/2004	\$10,000.00	\$230.00	\$9,770.00
C051	Transparency/Good Governance	Gardinersville Administrative Office	7/5/2004	9/5/2004	\$14,991.50	\$5,977.00	\$9,014.50

Grant Number	Focus Area	Grantee	Start Date	End Date	Grant Amount USD	Amount Disbursed USD	Amount Undisbursed USD
C052	Media	PUL, Press Union of Liberia	6/1/2004	8/31/2004	\$36,000.00	\$28,275.00	\$7,725.00
C053	Justice/Human Rights	FOHRD, Foundation for Human Rights and Democracy	6/10/2004	8/11/2004	\$15,000.00	\$8,140.00	\$6,860.00
C055	Community Impact Activities	LAS, Liberia Agro-Systems, Grand Gedeh County	6/17/2004	9/20/2004	\$19,999.50	\$12,551.00	\$7,448.50
C056	Community Impact Activities	Multi-Agrisystem Promoters Grand Gedeh	6/21/2004	9/13/2004	\$19,999.50	\$12,551.00	\$7,448.50
C060	Transparency/Good Governance	CPD, Center for the Promotion of Democracy in Liberia	7/5/2004	10/25/2004	\$34,540.00	\$23,220.75	\$11,319.25
C062	Transparency/Good Governance	WANEP/WIPNET, West Africa Network for Peacebuilding	7/6/2004	12/3/2004	\$52,420.00	\$29,532.00	\$22,888.00
C063	Transparency/Good Governance	National Archives	7/12/2004	10/12/2004	\$38,679.00	\$24,598.00	\$14,081.00
C064	Civil Society Org. Support	DEN-L, Development Education Network Liberia	8/16/2004	11/26/2004	\$43,569.50	\$14,131.00	\$29,438.50
C065	Justice/Human Rights	NHRCL, National Human Rights Center of Liberia	7/19/2004	7/29/2004	\$58,529.50		\$58,529.50
C067	Conflict Management	UL, University of Liberia	7/1/2004	8/30/2004	\$33,000.00	\$31,073.85	\$1,926.15
C069	Justice/Human Rights	TRC, Truth and Reconciliation Commission	7/9/2004	7/19/2004	\$40,925.00	\$29,417.00	\$11,508.00
C070	Justice/Human Rights	MIA, Ministry of Internal Affairs	7/25/2004	8/15/2004	\$5,625.00	\$5,625.00	\$0.00
C071	Transparency/Good Governance	MOE, Ministry of Education	7/22/2004	10/15/2004	\$45,483.60	\$21,699.50	\$23,784.10
C073	Community Impact Activities	NEWFAD, New Era for a Wholesome Family Development - Gbarpolu	7/27/2004	10/25/2004	\$15,999.50	\$14,337.50	\$1,662.00
C075	Transparency/Good Governance	MYS, Ministry of Youth and Sports	7/22/2004	10/18/2004	\$46,076.25	\$40,046.25	\$6,030.00
C076	Community Impact Activities	AAL, Action Aid Liberia	8/1/2004	3/1/2005	\$75,000.00	\$52,500.00	\$22,500.00
C078	Community Impact Activities	Mercy Corps Liberia	8/2/2004	10/31/2004	\$99,918.00		\$99,918.00
C079	Community Impact Activities	Mercy Corps Liberia	8/1/2004	10/31/2004	\$99,940.00		\$99,940.00
C082	Justice/Human Rights	Robertsport City Corporation	8/15/2004	10/15/2004	\$11,400.00		\$11,400.00

Grant Number	Focus Area	Grantee	Start Date	End Date	Grant Amount USD	Amount Disbursed USD	Amount Undisbursed USD
C083	Community Impact Activities	Grass Field Quarter Robertsport, Cape Mount Co.	8/15/2004	10/15/2004	\$5,550.00		\$5,550.00
C084	Justice/Human Rights	Robertsport, Grand Cape Mount County	8/31/2004	10/31/2004	\$10,000.00		\$10,000.00
C086	Community Impact Activities	Robertsport city Corporation	8/30/2004	9/30/2004	\$8,000.25		\$8,000.25
C088	Civil Society Org. Support	WANEP-LIBERIA CHAPTER	8/29/2004	9/5/2004	\$6,736.00	\$6,686.00	\$50.00
Cleared Number of Grants 40			Subtotal		\$1,565,679.20	\$585,938.07	\$979,741.13

Total Number of Grants 73

Grand Totals	\$2,507,618.19	\$1,332,224.19	\$1,175,394.00
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